2025 Employee Perspectives

Key Measures of Club Employee Satisfaction and Loyalty

Overall, employees are satisfied with their experience and willing to recommend their club as a great place to work. Some differences across employee groups exist, with targeted opportunities for improvement available to club leaders.

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Key Insights

- Club employees are satisfied with their overall experience; employees under 35 have the lowest satisfaction with their workplace.

- Between managers, supervisors, and hourly employees, hourly employees rated their overall experience the lowest.

- Females and member-facing staff experience the highest rates of stress and harassment.

## Establishing Industry Benchmarks

Understanding employee satisfaction is important, but how does your club measure up against its peers? Many clubs do not have clear benchmarks to evaluate their performance. The Club Employees' Perspectives ("CEP") research provides these benchmarks, allowing clubs to assess employee satisfaction across the industry. Leaders can utilize these insights to improve employee satisfaction, cultivate a more motivated workforce, improve retention, and boost overall employee satisfaction.

> "Given the high levels of employee satisfaction, Clubs are establishing themselves as an employer of choice and are poised to find long term success with both their attraction and retention efforts."
>
> — **Liz McDowell**, *Director, Strategy + Operations*

Employee Satisfaction. Results across core satisfaction measures were encouraging (Figure 1), with participants reporting an overall satisfaction score of 7.9 out of 10. Notably, 46% of respondents were delighted, scoring 9 or 10 out of 10. Satisfaction levels varied among the sample, as Gen Z reported the lowest satisfaction at 7.5, while those with 20 or more years of experience reported the highest at 8.7. Furthermore, managers expressed the highest satisfaction at 8.3, whereas supervisors reported the lowest at 7.7, with hourly staff slightly above at 7.8. With 81% of respondents indicating they are satisfied, the results suggest a positive outlook for an industry striving to position itself as an employer of choice.

Figure 1: **Satisfaction and Loyalty of Club Employees**
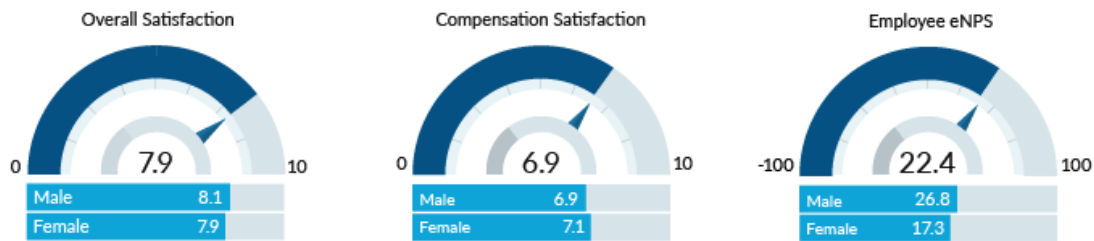
Compensation Satisfaction. Compensation is an important aspect of employee satisfaction as it directly impacts motivation, retention, and morale. Notably, respondents have identified satisfaction with compensation as lagging behind other workplaces compared to their other experiences[1]. The results in Figure 2 indicate that only 63% of respondents were satisfied with overall compensation, with males reporting lower satisfaction than females (6.9 compared to 7.1, respectively). While hourly staff expressed the lowest satisfaction with their compensation (6.7), management reported significantly higher satisfaction in this area than other employee groups (7.4).

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[1] Club Employees' Perspectives Report: Exceeding Member Expectations by Becoming an Employer of Choice. *Key Measures of Club Employee Satisfaction and Loyalty* (West Palm Beach, FL: GGA Partners), 2024.

Figure 2: Breakdown of Compensation Satisfaction
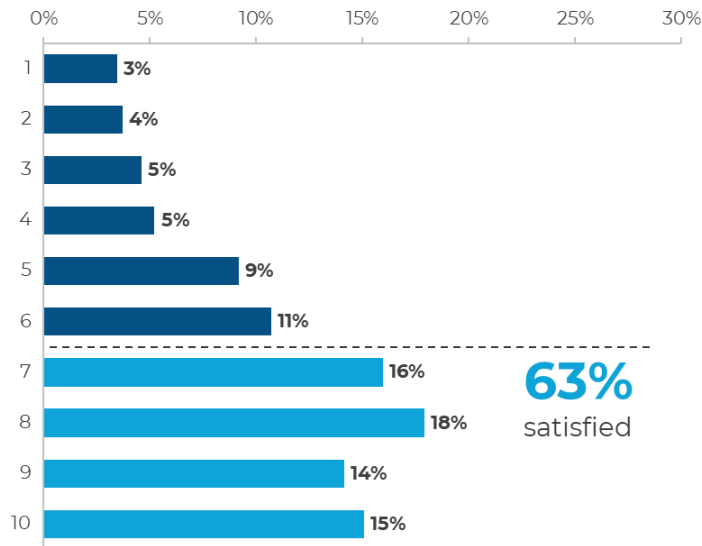
Employee Commitment. To better understand employee commitment levels, our research measured the employee Net Promoter Score (eNPS) by asking respondents if they would recommend working at their club to friends and colleagues. Responses were encouraging for the industry overall, with an average eNPS of 22.4, which aligns with other hospitality and tourism careers. While overall scores were strong, as more than 77% of respondents indicated their willingness to recommend their clubs, there were significant variations in responses. Of concern is that females are considerably less likely to recommend their club than males (Figure 1) and supervisors are significantly less likely to recommend their club than their managerial and hourly counterparts (Figure 3).

Figure 3: Employee Group Comparison of Commitment

Employee Stress and Challenges

To further understand the workplace environment, our research examined the presence of both stress and workplace harassment. Identifying these pressure points allows employers to provide proactive support to improve well-being, productivity, and retention. While stress is often a workplace reality, only 25% of club employees feel this regularly. Compared to Gallup's State of the Global Workplace[2], 41% of global employees report this feeling. While supervisors (40%) and managers (36%) indicated stress levels closer to these results (Figure 4), hourly employees reported significantly lower levels.

Figure 4: **Employee Group Comparison of Stress**
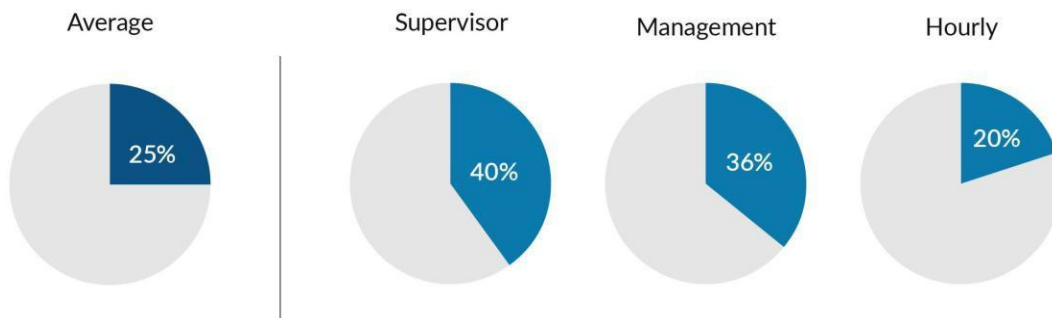
Substantial differences based upon gender and position exist when considering instances of witnessing or experiencing harassment. Females report higher rates of harassment (25%) than their male colleagues (16%). Departments where employees are primarily member-facing reported higher rates of harassment, with 50% of food and beverage respondents witnessing or being harassed. These results are consistent with GGA's Club Leaders[3] and Club Members' Perspectives[4] research, where member behavior is seen as a regular challenge across the industry.

> With member-facing and female employees experiencing or witnessing harassment at elevated levels, opportunities exist to enhance the employee experience.

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[2] *State of the Global Workplace: The Voice of the World's Employees* (Washington, D.C.: Gallup), 2024.
[3] *Club Leaders' Perspectives: Finding Success and Facing Challenges 2024* (West Palm Beach, FL: GGA Partners), 2024.
[4] *Club Members' Perspectives: Insights into the Changing Needs and Wants of Private Club Members* (West Palm Beach, FL: GGA Partners), 2024.

Workplace Environment Impacts

Both stress and instances of harassment can impact satisfaction levels, and results indicate that club employees are no different (Figure 5).

Figure 5: **Impacts of Workplace Environment on Satisfaction and Loyalty**

	Benchmark	Experience Regular Stress		Experience/Witness Harassment	
		Yes	No	Yes	No
Satisfaction	7.9	6.4	8.4	6.7	8.2
Compensation	6.9	5.8	7.2	6.1	7.0
eNPS	22.4	-30.3	37.4	-19.3	30.4

Results demonstrate that regular stress impacts overall satisfaction. It is not surprising that both overall satisfaction and compensation satisfaction are significantly lower, but the effect on the Employee Net Promoter Score (eNPS) is substantial. Given stress is experienced at elevated levels by both managers and supervisors, these results indicate a specific opportunity for clubs to help retain their current and future leaders. Witnessing and/or experiencing harassment similarly has a negative effect on satisfaction measurements. Although the veracity of these impacts is more muted, results show an opportunity to help retain food and beverage staff and female employees due to their influence.

The Club Leader's Opportunity

Creating a workplace where employees feel valued, supported, and motivated doesn't require a complete overhaul—small, strategic changes can make a significant impact. Organizations can enhance employee satisfaction and establish a reputation as a top employer by focusing on key areas such as feedback, work-life balance, and employer branding.

Simple organizational shifts to improve employee satisfaction include:

1. **Provide Regular Feedback and Recognition.** Implement regular performance reviews, one-on-one meetings, and recognition programs to show appreciation for employees' work.

2. **Strive for Work-Life Balance.** Promote work-life balance through flexible work arrangements, time-off policies, and wellness programs.

3. **Foster a Positive Work Environment.** Develop a positive and supportive work culture by encouraging teamwork, collaboration, and open communication.

4. **Expand Competitive Compensation and Benefits.** Offer competitive salaries, benefits packages, and opportunities for professional development.

5. **Continued Effective Leadership.** Build leadership skills that inspire and motivate employees at all levels of the organization.

Leaders can also improve employees' willingness to recommend their club as a great place to work by:

1. **Build a Positive Employer Brand.** Develop and promote a strong employer brand through social media, employee testimonials, and other marketing channels.

2. **Start with an Exceptional Candidate Experience.** Create a positive and efficient hiring process to attract top talent.

3. **Continuously Engage Employees.** Continuously engage employees through surveys, pulse checks, and other feedback mechanisms.

4. **Provide Public Recognition.** On social media and other public platforms, highlight the company's achievements and positive employee experiences.

5. **Create Employee Advocacy Programs.** Encourage employees to share positive experiences about the company on social media and with their networks.

Simple organizational shifts are effective at enacting change but, more importantly, communicating to employees that they are essential to clubs can also be. Implementing these strategies can improve the employee experience, and by measuring the results, clubs can continue to become employers of choice.

Visit www.ggapartners.com/perspectives to discover more about how effective strategy can improve employee satisfaction, explore insights from the Club Employees' Perspectives research, and learn how GGA Partners can help support your club's long-term success.